

SPEED LETTER		REPLY REQUESTED		DATE 24 February 1976
		YES	NO	LETTER NO.
TO :		FROM:		
ATTN:	EW '7	C/SS/ISG		
SUBJECT: Employee Suggestion No. 76-295 (Added Dimension to Organization Evaluation System)				
<p>This employee suggestion would introduce a rather simple Attitude Survey as a standard element in the evaluation process as carried out by the Evaluation Group in the Plans Staff in the DDO and presumably by similar evaluative organizations elsewhere in the Agency. The suggestion has been routed to me, I assume, because of our experience in ISG with more detailed attitude surveys.</p> <p>The suggester has identified one of the continuing weaknesses in the evaluation process when the purpose of evaluation is the measurement of component performance. The weakness is the absence of regular, planned input from the employees most effected by the policies and management styles of the component managers. The suggestion that this weakness can be corrected by means of a "short, simple questionnaire", however, is at best naive. The suggester has probably never had any practical experience with polling, nor does he realize a) how difficult it is to develop "short, simple questionnaires" and b) how difficult it is to interpret the answers to questionnaires once they have been completed. Attitude surveys have their place and they have indeed</p>				
SIGNATURE				
REPLY		DATE		
<p>served ISG very well, but I would not have any confidence in the validity of surveys conducted by individuals unfamiliar with my organization and therefore unable to structure their questions in a way which would reveal useful information about the component. There are simply too many variables to be measured and the task of interpreting survey results, even when there are large numbers of respondents and the number of questions provides for a degree of cross checking, is extremely time consuming and requires a fairly sophisticated knowledge of the organization which is the subject of the survey. All in all I think that the suggestion is a totally unworkable one. The one useful thing which the suggester has said is in the second paragraph of his section on advantages. He speaks of permitting employees "to contribute to the identification and resolution of problems in a regular non-threatening way and on a broad and impersonal plain". The suggester has in succinct terms provided the rationale for periodic, carefully drawn, professionally constructed surveys within components to help the managers of those components to understand better how their policies are perceived by their employees. I see this, however, as a tool for internal management, not a tool for external evaluation.</p>				
RETURN TO ORIGINATOR				

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### SUGGESTION EVALUATION REPORT

TO: Executive Secretary  
Suggestion Awards Committee

SUGGESTION NO.

SUSPENSE DATE

76-295

INSTRUCTIONS: Please complete this form in detail to guide the Suggestion Awards Committee in making a final determination of the merits of this suggestion. Retain third copy.

1. ACTION RECOMMENDED  ADOPT  DECLINE  OTHER (Specify):

2. REASONS FOR RECOMMENDATION (If more space is needed, use plain paper)

We see no need for another review mechanism in view of all of the systems we have now. Particularly in light of new executive orders, we have enough inspectors general without turning the whole Directorate into one IG.

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE	SIGNATURE OF EVALUATOR (Type name & initials) Eloise R. Page		
24 Feb 1976	Chief, Operations Staff		
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